CITY OF ALEXANDRIA, VIRGINIA

MAYOR AND CITY COUNCIL

2004-2015
STRATEGIC PLAN

A GUIDE TO THE FUTURE

SUMMARY

Adopted by City Council, September 14, 2004

October 21, 2004

TABLE OF CONTENTS

> *Alexandria is a Vibrant, Diverse, Historic, and Beautiful City with Unique Neighborhoods and Multiple Urban Village were we take Pride in Our Great Community.*

TABLE OF CONTENTS

STRATEGIC PLANNING FOR THE CITY OF ALEXANDRIA

A Guide to Alexandria's Future

VISION
Destination: Where Alexandria Wants to be 2015

PLAN
City's Road Map to Fulfill Our Vision

EXECUTION
Policy Agenda   Management Agenda

MISSION
Purpose of Alexandria City Government

VALUES
Core Beliefs for Management and Service Delivery

ALEXANDRIA VISION
2015

Alexandria 2015 is a
Vibrant, [A] Diverse, [B] Historic, [C] and Beautiful City[D]
with Unique Neighborhoods[E] and Multiple
Urban Villages[F] Where we take Pride in Our Great
Community. [G]

PRINCIPLE A: VIBRANT

MEANS:

1. Alexandria is an exciting place to live, to work and to visit.

2. The community actively participates in dialogues on issues.

3. People enjoy a variety of activities.

4. There is a synergy with our community.

5. The community is inviting to small businesses and entrepreneurs.

6. People come together to enjoy a variety of community events and festivals.

7. Alexandria is always looking to the future and for ways to get better.

8. The community takes actions and provides opportunities for a healthy life style and living.

PRINCIPLE B: DIVERSE

MEANS:

1. People welcome and encourage differences. Age, culture, religion, race, lifestyle and abilities are respected.

2. The history and heritage of different cultures are celebrated.

3. Neighbors take care of neighbors.

4. People have a choice of housing opportunities for a variety of income and age levels and for workers in Alexandria.

5. People want to and are able to continue to make Alexandria their home throughout their lifetimes.

6. Alexandria is a friendly, respectful, open and inclusive community.

7. Alexandria strives to make our community affordable for all.

8. The Alexandria community works together to develop and provide an effective "safety net" for our residents in need.

PRINCIPLE C: HISTORIC

MEANS:

1. We preserve and celebrate our historical roots and diverse heritage from the 18th Century to today.

2. We preserve our historic neighborhoods, homes, and other historic buildings and other historic sites.

3. We maintain our distinctive architectural character and design.

4. We plan new developments so that they are compatible with historic buildings and structures.

5. Residents understand and appreciate Alexandria's colonial roots.

6. Alexandria's history contributes to the local economy through tourism development.

PRINCIPLE D: BEAUTIFUL

MEANS:

1.   The Potomac River and Waterfront are attractive, accessible and usable.

2.   Our environment – our water, our air, our land – is clean.

3.   Open greenspaces and trees are located and well maintained throughout our community.

4.   Our streetscapes, public spaces and canopied streets are attractive and well maintained.

5.   Our entrances and gateways are welcoming and distinctive and you know that you are in Alexandria.

6.   The City has achieved a balance between open space and development.

7.   Public art is in many places throughout the community.

8.   Our new developments and new city infrastructure are environmentally sensitive.

PRINCIPLE E: UNIQUE NEIGHBORHOODS

MEANS:

1. Neighborhoods have their own distinct character and feeling.

2. Residents and property owners take responsibility for, and have great pride in, their neighborhood.

3. Neighborhoods are safe and secure.

4. Neighborhoods are protected from the impacts of non-residential traffic.

5. New development and redevelopment are integrated into the neighborhood.

6. Residents enjoy convenient access to walkways, trails and public transit.

7. The City maintains and regularly replaces quality public infrastructure.

8. Residents have easy access to neighborhoods, public and open spaces.

PRINCIPLE F: URBAN VILLAGES

MEANS:

1. The City has a variety of mixed use developments that provide places to live, work, shop and recreate.

2. Urban villages are integrated with nearby neighborhoods, maintaining Alexandria's diverse character and charm.

3. The City retains our small-town "main street" feeling with community gathering places.

4. People enjoy pedestrian-friendly designs and signs that allow them to walk throughout the community while offering public places to rest.

5. Transit-oriented designs maximize the use of public transit.

6. Parks, trails and greenspaces are incorporated in the urban center and coordinated with nearby neighborhoods.

7. Convenient retail shopping and restaurant opportunities are available serving residents of the urban village and attracting others to come there.

PRINCIPLE G: A GREAT COMMUNITY

MEANS:

1. Community organizations, businesses, institutions and residents work together contributing to a better Alexandria.

2. Residents of all ages have access to top quality education for life long learning.

3. Members of the community have an opportunity to get involved, to have constructive debates, to build the community, and to shape the future.

4. People feel safe and secure throughout the community.

5. Residents enjoy community events and cultural arts activities year round within the community.

6. Residents care about each other.

7. Individuals with special needs are able to realize their potential and to live in the community.

8. Alexandrians take pride in Alexandria.

ALEXANDRIA CITY GOVERNMENT
OUR MISSION

Alexandria City Government
is financially sustainable, [A]
provides excellent services [B]
that are valued by its
customers, and engages
the entire community [C] as
it plans for the future.

PRINCIPLE A: FINANCIALLY SUSTAINABLE

MEANS:

1.   The tax base and revenues are growing and diversifying to ease the real estate tax burden.

2.   The City limits annual increases in City government spending to levels that are sustainable in the future.

3.   The City provides services efficiently and within the City's means.

4.   Public and private developments have provided maximum public benefits for the community.

5.   There are strong financial reserves in place.

6.   The AAA bond ratings are maintained with careful management of government resources.

PRINCIPLE B: QUALITY SERVICES THAT ARE VALUED BY THE COMMUNITY

MEANS:

1.   Services are responsive to the greatest community needs.

2.   The City delivers its services using innovative approaches tailored to the Alexandria community

3.   City employees provide City services with a friendly, personal touch.

4.   Residents have convenient access to City government and services.

5.   The City manages and maintains its facilities and infrastructure in an exemplary manner.

6.   Residents have a high level of satisfaction with City services.

PRINCIPLE C: ENGAGES THE ENTIRE COMMUNITY

MEANS:

1.   There is a strong partnership between City government and the community.

2.   The community and City government are informed of council-established priorities and their measures of success and how they contribute to community well being.

3.   City government and community stakeholders communicate with and listen to each other.

4.   Community members participate meaningfully in solving problems and in decision making.

5.   Community stakeholders have trust and confidence in City government and public officials.

6.   The Mayor and City Council lead the city – following the City's vision and strategic plan and producing results.

ALEXANDRIA PLAN FOR 2004-2009

GOALS 2009

There is Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.

The City Respects, Protects and Enhances the Natural Environment.

There is an Integrated, Multimodal Transportation System that Efficiently and Effectively Gets People from Point "A" to Point "B".

The City has a Strong Local Economy that is Growing in Varied Small Businesses and Job Opportunities.

Alexandria is a Caring Community that is Diverse and Affordable.

The City Government is Financially Sustainable, Efficient and Community Oriented.

Public Schools are Among the Best in Northern Virginia (In Partnership with Schools).

Plan for 2004-2009 (continued)

GOAL 1:	QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION

➤	Objectives
Objective 1:	Ensure that New Development, Redevelopment and Infill Development are Compatible with the Character and the Scale of Alexandria Neighborhoods, its Natural Environment and its Historic Resources.
Objective 2:	Ensure that New Development and Redevelopment Enhances the Vitality of Our Neighborhoods and Creates their Own Sense of Place.
Objective 3:	Ensure that New Residential Development and Redevelopment Deliver Mixed Income Housing Units and Provide Accessible Housing Opportunities.
Objective 4:	Encourage New Development and Redevelopment that are Highly Transit Oriented.
Objective 5:	Ensure that New Development and Redevelopment Along Major Corridors have High Quality Design.
Objective 6:	Approve and Maintain an Updated Comprehensive Master Plan that Reflects the City's Vision and Community Goals, and is Used in Land Use and Development Decision Making.
Objective 7:	Ensure that the Development Process Encourages Community Participation.

Plan for 2004-2009 (continued)

GOAL 1:	QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION (continued)

➤ **Policy Actions 2004-2005**

1.	Landmark Mall Redevelopment and Area Study.	Top Priority
2.	Waterfront Development Plan: Schedule, Funding, Initiation.	Top Priority
3.	Infill Development Study: Schedule, Funding, Initiation.	
4.	Hunting Towers/Hunting Terrace Study.	
5.	Braddock Road Metro Station Area Plan.	
6.	Potomac Yard Area Redevelopment.	
7.	Land Use Master Plan.	

➤ **Management Actions 2004-2005**

1.	King Street Retail Study.	Top Priority
2.	Mt. Vernon Avenue Plan.	

GOAL 2:	A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

➤	Objectives
Objective 1:	Apply Greater Environmental Sensitivity in Planning New Development and Redevelopment and Public Facilities.
Objective 2:	Increase the Amount of Open Space, Recreation Space and Park Acreage Per Resident.
Objective 3:	Protect and Expand the City's Overall Tree Canopy.
Objective 4:	Improve Appearance of Gateways, Entrances and Corridors.
Objective 5:	Increase the Number of People Who Travel in the City by Mass Transit, Bicycle or Walking and Become Less Auto Dependent.
Objective 6:	Improve the Quality of Air and Water in Alexandria.

➤ Policy Actions 2004-2005	
1. Open Space Plan Implementation.	Top Priority
2. Mirant Plant Study.	
3. Streetscape Program: Enhancement.	
4. Clean Fuels for Buses and City Vehicles Policy and Action Plan.	
5. "Green" Building Policy for City Buildings and Facilities.	
6. Environmental Benchmarks and Measures Schedule.	
7. Urban Forestry Plan	

➤ Management Actions 2004-2005	
1. Solid Waste Management Plan.	
2. Four Mile Run Improvement Study.	
3. Oronoco Outfall Resolution.	
4. City Gateways and Entrances.	

GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"

➤	**Objectives**
Objective 1:	Increase the Percentage of Residents and Commuters Who Use Mass Transit.
Objective 2:	Increase the Percentage of Residents Using Alternate Transportation Modes (Walking, Biking, etc.).
Objective 3:	Improve and Increase Connectivity within and throughout the City by Transit, Car, Bicycle or Walking.
Objective 4:	Increase Ridership on DASH Buses through Improved Routing and Other Incentives.
Objective 5:	Ensure that the Design of Future Developments is Pedestrian Friendly and Mass Transit Friendly.
Objective 6:	Move "Through Traffic" through the City as Efficiently as Possible and Minimize its Impacts on Neighborhood Streets.
Objective 7:	Increase City Participation in Regional Decision Making to Develop Effective Transportation for the Region that Efficiently Moves People and Goods throughout the region.

➤	**Policy Actions 2004-2005**	
1.	Transportation Master Plan.	Top Priority
2.	Pedestrian Improvement Projects and Future Projects.	
3.	Traffic Signalization Enhancements.	
4.	Neighborhood Traffic Calming Program: Evaluation and Actions.	
5.	Woodrow Wilson Bridge Project and City Actions.	

Plan for 2004-2009 (continued)

GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B" (continued)

➤ **Major Projects 2004-2005**

1. DASH Maintenance Facility Project
   Fund project, complete design and begin construction.

2. Bus Shelters Project
   Address shelter maintenance and replacement, including the City's role and funding.

3. Eisenhower Avenue Bike Trail Project
   Complete design and begin construction.

4. King Street Metro Station Platform Expansion
   Monitor construction of the station platform.

5. Duke Street/P.T.O. Concourse Project
   Complete construction and complete landscaping and public art.

6. Union Station Pedestrian Improvements Project
   Complete project improving pedestrian access.

7. King/Beauregard Intersection Project

8. Eisenhower Avenue Project

GOAL 4:	A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

➤ **Objectives**	
Objective 1:	Increase the Percentage of Residents Who Live and Work in Alexandria.
Objective 2:	Achieve a Balance Between the Residential and Commercial Real Estate Tax Bases.
Objective 3:	Increase Job Opportunities in Alexandria for Persons at Various Income Levels and Abilities.
Objective 4:	Become a Business Friendly City and Increase the Number of Small Businesses that Start and Grow in Alexandria.
Objective 5:	Increase the Number of Tourists Who Visit Alexandria.
Objective 6:	Develop Strategies to Increase the Employability of Residents through Skill and Workforce Development and Support Services.

➤ **Policy Actions 2004-2005**
1. City Regulation of Small Businesses.
2. City's Economic Development Policy.
3. Industrial Zoning Study.
4. Tourism Development Strategy.

➤ **Management Actions 2004-2005**
1. Visitors Center and Study of Tour Bus Policies.
2. Streamlining Permit Process for Small Businesses.

GOAL 5:	A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

➤	Objectives
Objective 1:	Increase Number and Availability of Affordable Housing Units with Emphasis on Low and Moderate Income City Workers, Seniors, Individuals with Disabilities and Others.
Objective 2:	Provide Youth and Adults with Opportunity to Maximize their Potential and Live Productive Lives.
Objective 3:	Enable Elderly Residents to Continue to Reside in the City.
Objective 4:	Provide and Fund Appropriate Types and Levels of Human and Social Services.
Objective 5:	Increase Availability of Medical and Mental Health Care for Uninsured and Underinsured Residents.

➤	Policy Actions 2004-2005	
1.	Affordable Housing Policy and Strategy.	Top Priority
2.	Most Significant Needs of Elderly Strategy.	
3.	City Assisted Living Facility Study and Future Direction.	
4.	Safe Haven Program for the Homeless.	

GOAL 5:	A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE (continued)

➤ **Management Actions 2004-2005**

1. Cultural Competency Assessment/Direction
2. City Employees Housing Assistance Policy and Program.
3. Primary Healthcare Grant for Low Income Residents.
4. Arlandria Neighborhood Health Center (ANSHI).

➤ **Major Projects 2004-2005**

1. Community Health Assessment

GOAL 6:	A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED

➤ **Objectives**	
Objective 1:	Expand and Diversify City Tax and Non-Tax Revenue Base.
Objective 2:	Deliver City Services in the Most Cost-Effective Manner.
Objective 3:	Ensure that City Services are Responsive to the Changing Needs of Our Community.
Objective 4:	Achieve and Maintain a High Level of Community Satisfaction with City Services.
Objective 5:	Maintain "AAA" Bond Ratings.
Objective 6:	Improve Community Understanding of All Aspects of City Government: Services, Finances, Processes and Decisions.

➤ **Policy Actions 2004-2005**	
1. City Services Performance Audit and Benchmarking.	Top Priority
2. New Sports Facility.	

GOAL 6:	A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED (continued)

➤ **Management Actions 2004-2005**

1.	New Revenue Sources Study.	Top Priority
2.	New Police Department Building Siting.	Top Priority
3.	Emergency Management and Preparedness.	Top Priority
4.	Debt Policy and Bond Rating Reaffirmation.	Top Priority
5.	City Government Spaces Needs.	
6.	One Stop Shop Permit Processing and Streamlining.	
7.	Two-Year Budget Study and Action.	
8.	Residents Academy: Expansion.	
9.	Outsourcing study for Mental Health/Mental Retardation/Substance Abuse	
10.	City Website Upgrade.	

➤ **Major Projects 2004-2005**

1.	Patrick Henry Recreation Center Renovation.
2.	Charles Houston Recreation Center Renovation.

GOAL 7:	PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS)

➤	**Objectives**
Objective 1:	Quality of Public Schools that will Contribute to Attracting and Retaining a Diversity of Families and Businesses.
Objective 2:	Produce Responsible Adults through the Education System, School Programs and City Programs Who are Prepared for Higher Education and for the 21st Century Workplace.
Objective 3:	Increase Parental Involvement in their Child's Learning, Education and Activities.
Objective 4:	Enhance and Expand the Partnerships for Educational Excellence Between and Among Parents-Schools-City-Business-Community.
Objective 5:	Prepare Children to Enter City Schools with the Basic Knowledge and Skills needed to be Successful.

➤	**Policy Actions 2004-2005**
1.	Before/After School Program Expansion.
2.	Early Childhood Intervention Strategy.

➤	**Management Actions 2004-2005**
1.	Teen Pregnancy Reduction Program.

GOAL 7:	**PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS)** (continued)

➤ **Major Projects 2004-2005**

1. T.C. Williams School Replacement Project.

➤ **School Priorities 2004-2005**

1. Education Excellence Strategy.

2. Vocational Education Program Study.

3. Quality Teacher Attraction and Retention Strategy.

CITY OF ALEXANDRIA
POLICY AGENDA 2004 - 2005

TOP PRIORITY

Landmark Mall Redevelopment and Area Study

Transportation Master Plan

City Services Performance Audit and Benchmarks

Affordable Housing Policy and Strategy

Waterfront Development Plan

Open Space Plan Implementation

CITY OF ALEXANDRIA
MANAGEMENT AGENDA 2004 - 2005

TOP PRIORITY

City Entrances and Gateways Beautification Projects

Debt Policy and Bond Rating Reaffirmation

King Street Retail Study

New Revenue Sources Study

New Police Building Siting

Emergency Management and Preparedness

CITY OF ALEXANDRIA
MAJOR PROJECTS 2004 - 2005

- Dash Maintenance Facility Project

- Bus Shelters Project

- Eisenhower Avenue Bike Trail Project

- King Street Metro Station Platform Expansion

- Duke Street/P.T.O. Concourse Project

- Union Station Pedestrian Improvement Projects

- King/Beauregard Intersection Project

- Eisenhower Avenue Project

- Recreation Centers Renovation Projects

  - Patrick Henry
  - Charles Houston

- T.C. Williams High School Replacement Project

- Minnie Howard School Renovation

- Community Health Assessment